

2010

Baldrige National Quality Program



Examiner Application Guide

ethics



excellence

For informational purposes only.

Please submit your application and recommendations online at www.nist.gov/Baldrige by 2 p.m. EST on January 7, 2010.



Baldrige National Quality Program

National Institute of Standards and Technology • Department of Commerce

November 2009

The Baldrige National Quality Program is seeking applicants for its Board of Examiners. The board supports and evaluates the performance improvement of all types of organizations—businesses, schools, hospitals, and nonprofit organizations, including government agencies.

In support of the Baldrige National Quality Program, experts from around the United States give their time generously and enthusiastically as members of the board. Examiners make major contributions, both to the national effort to recognize and promote performance excellence and to their employing organizations that support their participation. Examiners evaluate organizations that are striving to serve as role models for the United States by applying for the Malcolm Baldrige National Quality Award.

The Program accepts Award applications from manufacturing, service, small business, education, health care, and nonprofit organizations. Coverage and balance within these sectors are important factors in selecting Examiners. Our goal is to ensure broad representation from many industries, companies, and organizations in the for-profit, nonprofit, and public sectors. We are particularly interested in potential Examiners who are physicians; dentists; senior managers; tenured professors in higher education; and K–12 teachers, principals, and superintendents. In addition, we are seeking applicants with expertise in finance, automotive manufacturing, food manufacturing, and nonprofit organizations (including charities and federal, state, and city agencies), as well as in the insurance, retail merchandising, construction, and hotel and hospitality industries.

Prospective Examiners (including those who have previously served on the board) must apply each year. To fulfill one of the basic aims of the Baldrige National Quality Program—expanding the United States' base of knowledgeable, trained Examiners—a portion of the board is always reserved for new Examiners.

If you believe you are qualified, are willing to make a significant commitment of time and energy, want to help improve our country's institutions, and want to benefit from the networking and educational experience of being an Examiner, we encourage you to apply to serve on the 2010 Board of Examiners.

Sincerely,

A handwritten signature in black ink that reads "Harry S. Hertz".

Harry S. Hertz
Director, Baldrige National Quality Program

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Baldrige Criteria for Performance Excellence

- 1. Leadership**
- 2. Strategic Planning**
- 3. Customer Focus**
- 4. Measurement, Analysis, and Knowledge Management**
- 5. Workforce Focus**
- 6. Process Management**
- 7. Results**

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Please read the entire booklet before completing the application.

The Malcolm Baldrige National Quality Award

The Malcolm Baldrige National Quality Award, created by public law in 1987, is the highest level of national recognition for performance excellence that a U.S. organization can receive.

The Award was established to recognize organizations that demonstrate performance excellence. In addition, it aims to increase the understanding of the requirements for performance excellence. To accomplish this, the Award promotes

information sharing on successful performance strategies and the benefits derived from implementation of these strategies.

The Department of Commerce is responsible for the Baldrige National Quality Program and the Award. The National Institute of Standards and Technology (NIST), an agency of the department, manages the Baldrige Program.

For more information about the Baldrige National Quality Award, please visit our Web site at www.nist.gov/baldrige.

About the Board of Examiners

The Board of Examiners comprises leading U.S. business, nonprofit, health care, and education experts selected from industry, professional and trade organizations, and government agencies and other nonprofit groups. Examiners take part in a comprehensive preparation course covering the Criteria for Performance Excellence, the scoring system, and the evaluation process (see Conditions of Involvement, page 3).

Application, Selection, and Appointment

Each fall, the Baldrige National Quality Program solicits applications from individuals to serve as Examiners for the following year. Examiners who have served on the board in previous years are required to reapply if they wish to serve again.

Each year, a number of Examiners rotate off the board to provide opportunities for others to participate. Due to the large number of applications, the Program may not be able to select some highly qualified applicants in a given year in order to create a balance of Examiners from different sectors and/or with different work experiences. Thus, we encourage past applicants who have not been selected to apply again.

The schedule for Examiner application and selection is as follows:

- 1. By January 7, 2010, 2:00 PM EST:** Submit your application online.
- 2. By the end of March:** The Program sends a letter indicating your selection status.
- 3. On receipt of notification letters:** If you are selected, please return your confirmation notice immediately.

The Director of NIST appoints Examiners to serve for approximately one year beginning in April. Once appointed, Examiners are subject to the Conditions of Involvement and the Code of Ethical Conduct .

Training

Examiners attend training in Gaithersburg, Maryland You will be able to indicate your preferred dates when you are notified of your selection.

Confidentiality

All Examiner applications are confidential. In addition, the Program releases information on the successful strategies of Award recipients only after approval by the recipients.

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Examiner Selection

The Baldrige National Quality Program seeks to constitute a board of experts who are capable of evaluating organizations eligible for the Malcolm Baldrige National Quality Award and who are willing to serve as representatives of the Program. Sector coverage and balance are important selection considerations. Board members are selected on the basis of their personal qualifications and are not considered representatives of their employers or any other organization. The Program attempts to ensure broad representation and minimize disproportionate involvement from one industry, sector, or organization.

Applications for the Board of Examiners are evaluated on the basis of the following factors.

Criteria Category Expertise

One evaluation factor is the extent of your experience in the seven Criteria Categories. Current or previous positions may demonstrate expertise in several Categories. For example, you may have supervised a large enough number of people to understand Workforce Focus (Category 5). Significant production leadership experience may enable an understanding of Process Management (Category 6), and marketing expertise may facilitate an understanding of Customer Focus (Category 3).

Breadth and Depth of Experience

We also consider the extent to which you have in-depth experience in several industrial or service sectors or in health care, education, or nonprofit settings. (See the North

American Industrial Classification System [NAICS] Codes at the end of this document.) Given the conflict-of-interest restrictions in assigning Examiners to evaluate applications, the Award Program gives preference to candidates with in-depth knowledge of more than one industry.

Specialized Expertise

Another evaluation factor is your knowledge or skill in areas of high need for the Program, such as health care, higher education, food service, restaurant management, food manufacturing, lodging and accommodations, retail merchandising, construction, finance and insurance, and automotive manufacturing. Senior managers, nonprofit leaders, physicians, dentists, and small business leaders are also needed. Your expertise may be demonstrated through formal studies and/or accomplishments, which may include relevant job experience, papers or articles written, research conducted, and degrees or certificates earned.

Knowledge, Skills, and Abilities

The following areas of knowledge, skills, and abilities have proven useful to Examiners: successful leadership experience; knowledge of strategic planning; customer service, human resource, and process management; skills in the use of statistical methods and evaluation of financial results; analytical ability (particularly as it applies to evaluating an organization); the ability to communicate both orally and in writing; interpersonal skills (which enable Examiners to serve as effective team members); and skills in using technology tools and resources (including e-mail, Internet-based tools, and word-processing software) to manage and communicate professional information.

Conditions of Involvement

Duties

Examiners review, analyze, and score written applications. They prepare the final scorebooks that are the foundation for written feedback reports to applicants. They also participate in an Independent and Consensus Review and may participate in a site visit. In addition to their application review responsibilities, board members contribute significantly to the Baldrige National Quality Program's outreach and educational efforts by serving as representatives of the Program.

Eligibility

Examiners must be citizens or permanent residents of the United States with their primary residence in the United States or its territories. No applicant is denied consideration or appointment as an Examiner on the grounds of race, creed, color, national origin, age, sex, or disability.

Terms and Conditions of Appointment

(1) Application

To apply for appointment to the Board of Examiners, you must submit a completed application electronically by 2:00 p.m. EST, January 7, 2010. First-time Examiners must also provide two recommendations.

You will receive a letter electronically or via overnight mail informing you of your selection status. If you find after submitting an application that you would be unable to accept an appointment if offered, please withdraw the application immediately by calling the Baldrige Program at (877) 237-9064.

(2) Code of Ethical Conduct

Timeline and Time Commitment

Dates	Examiners Involved	Activity	Approximate Time Commitment
April–May	All Examiners	Self-study and classroom training	40–60 hours of prework 3–4 days of training in Maryland
June–July		Independent Review	35–45 hours
August–September		Consensus Review (including planning, preparation, consensus calls, and postcall work)	25–35 hours
September–October	20–25% of Examiners	Site visit preparation	10–20 hours
October		Site visit	6–7 days, 14–16 hours per day

As a board member, you will be expected to carry out your duties and responsibilities in the Award process in accordance with the Code of Ethical Conduct. (See the application.)

(3) Disclosure of Conflicts of Interest

If you are selected to serve on the board, you must provide information that allows the Program to determine conflicts of interest with Award applicants to which you may be assigned. Information disclosed includes, but is not limited to, employers, financial interests, and client relationships. The Program uses this information only to assign Examiners to applications and otherwise keeps the information confidential.

(4) Term of Appointment

Examiners are appointed for approximately one year, beginning in April.

(5) Time Commitment

As you apply for the board, please give careful consideration to the time commitment required to meet the Award application review schedule. Reviewing an application requires a **minimum of 15 days from April to December (see the table below)**. If selected, you will be provided with specific dates and deadlines for work assignments, which will allow you to set aside time to meet your commitments. Even if your work requires temporary or extended travel or residence outside the United States, you must be able to accommodate your team's schedule. You will be able to complete some portions of the work at your workplace or home. Business is conducted via overnight mail, telephone, secure fax, and secure Web. You will need to travel only for training and site visits.

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Conditions of Involvement (continued)

(6) Adherence to Award Processes

As a board member, you will be expected to meet all requirements associated with a fair and competent applicant evaluation. This includes using the Criteria for Performance Excellence and the corresponding scoring system, adhering to the evaluation processes, meeting site visit requirements, and avoiding conflicts of interest. Thorough documentation and written communication are essential parts of the review process.

(7) Assignment of Board Members

The Program seeks to provide the fairest, most competent evaluation of each Award application.

Accordingly, you will be assigned to an application based on your knowledge and experience, consistent with the requirements to avoid conflicts of interest, apportion the application load equitably, and adhere to agreed-on schedules. Overall participation of board members varies depending on the results of the Consensus Review.

(8) Employer Contributions and Examiner Subsidy Policy

By supporting your time and travel/lodging expenses, your employer has a unique opportunity to be recognized, make a contribution to the competitiveness of U.S. organizations, and support the significant leadership development experience you receive as a Baldrige Examiner. Employers who sponsor their

Examiner will be recognized in the Presidential Award Ceremony Program for the year in which the Examiner serves on the board. On request, the Baldrige Program will send a letter to the employers of selected Examiners to solicit their support and subsequently to acknowledge the support.

If your employer cannot make this commitment, the Foundation for the Malcolm Baldrige National Quality Award has limited funds available to subsidize the costs of travel and lodging. Subsidies are available as follows for **Examiners and Senior Examiners**:

1. Coach-class airfare or costs of other modes of transportation to the Washington area will be reimbursed up to \$500. If the cost of an airline ticket or other mode of transportation exceeds this amount, costs will be reimbursed up to the \$500 limit.
2. Lodging at the designated hotel will be reimbursed at the Baldrige room rate.

This year, **Alumni Examiners** may request reimbursement of up to \$500 total for the cost of transportation to the Washington area and lodging at the designated hotel at the Baldrige room rate if other sources of support are not available. The Baldrige Program continues to provide **all Examiners** with training at no cost as well as breakfast and lunch each day of training and dinner on Wednesday evening.

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Examiner Application Instructions

2010

All Applicants

All prospective Examiners must complete and submit the application package through our online application system beginning **November 12, 2009**. The Program does not accept mailed or faxed copies. Submit your application online by **2:00 p.m. EST, January 7, 2010**. You will receive a notification letter by the end of March.

First-Time Applicants

If you are a first-time applicant, please complete all sections of the online application:

- Personal Information
- Examiner Knowledge, Skills, and Abilities
- Criteria Category Expertise
- Employment History
- Education and Training
- How Did You Hear about the Board of Examiners?
- Baldrige or Related Assessment Experience
- Outreach Activities
- Self-Rankings
- Disclosure of Conflicts of Interest
- Code of Ethical Conduct
- Recommendation Forms
- Examiner Preparation Course Schedule

In the online system, you will be asked to identify two individuals who will complete the recommendation forms on your behalf. **Recommenders must submit the completed form through the online application system by 2:00 p.m. EST, January 7, 2010.**

Previous Applicants Who Have Never Served on the Board

If you applied last year but have never served on the Board of Examiners, you may simply update your application as needed. You must also submit two recommendation forms. You have the option of submitting two new recommendations or resubmitting recommendations from the prior year if they are still in our system. **Recommenders must submit the recommendation form through the online application system by 2:00 p.m. EST, January 7, 2010.**

Returning Examiners

If you are a returning Examiner, please update and review the following information using the online application system. You may access the Examiner Application system through the Baldrige Web site (www.nist.gov/baldrige).

- Personal Information
- Update to Employment Information
- Self-Rankings
- Disclosure of Conflicts of Interest
- Code of Ethical Conduct
- Examiner Preparation Course Schedule

To update your education and training information or Baldrige-related experience, send an e-mail to examappl@nist.gov.

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Examiner Application Form 2010

PERSONAL INFORMATION

_____		_____		_____		Title <input type="radio"/> Mr. <input type="radio"/> Ms. <input type="radio"/> Mrs. <input type="radio"/> Dr.	
Last name		First name		M.I.			
Home Address				Date of birth		mm <input type="text"/> dd <input type="text"/>	
Street _____				Place of birth		_____	
City, state, zip _____				U.S. citizen?		<input type="checkbox"/> Yes <input type="checkbox"/> No	
Preferred address?		<input type="checkbox"/> Work <input type="checkbox"/> Home		Permanent resident visa?		<input type="checkbox"/> Yes <input type="checkbox"/> No	
<i>Please do not use a post office box number. List your work address under Primary Employer on the Employment History form.</i>				<i>Federal law requires Examiners to be U.S. citizens or hold a permanent resident visa.</i>			
Phone Numbers							
Work <input type="text"/>		Home <input type="text"/>		Cell <input type="text"/>		Preferred Phone: <input type="checkbox"/> Work <input type="checkbox"/> Home <input type="checkbox"/> Cell	
Fax <input type="text"/>		Home <input type="text"/>				Preferred Fax: <input type="checkbox"/> Work <input type="checkbox"/> Home	
E-mail		<input type="text"/>					
Alternate e-mail		<input type="text"/>					
List up to 5 NAICS codes most relevant to your expertise. _____, _____, _____, _____, _____. (See the last page of this document.)							
If you have been a national Baldrige Examiner previously, list the year(s) you have served. _____, _____, _____, _____.							
May we send your name to the state award programs as a potential examiner? <input type="radio"/> Yes <input type="radio"/> No <input type="radio"/> Already involved							
_____ Preferred first and last name for training nametag				_____ Preferred first and last name for training certificate (You may include one degree or credential.)			

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EXAMINER KNOWLEDGE, SKILLS, AND ABILITIES

See page 2 for more information. For questions 1–4, select the best description of your professional experience.

1. Which of the following best describes your strategic planning experience?
 - As a strategic planning expert, I established strategic plan objectives and action plans, and I measured these plans using key performance measures or indicators.
 - I led strategic planning over a number of years or with a variety of organizations.
 - I have participated substantially in the strategic planning process.
 - I have had limited participation in the strategic planning process.
 - I have no experience in the strategic planning process.

2. Which of the following best describes your experience designing work systems and managing and improving work processes for implementing those work systems?
 - I am a recognized expert in work system design and work process management.
 - I have significant experience in work system design and work process management.
 - I have direct involvement in the design and delivery of my organization's key processes.
 - I have a substantial educational background and/or substantial training in process management.
 - I have no experience in process management.

3. Which of the following best describes your experience engaging, managing, and developing an organization's workforce?
 - I have held one or more leadership or supervisory positions, and I have made organization-wide decisions regarding employee recruitment, engagement, startups, downsizing, training, development, and/or safety.
 - I have supervised a large enough group of employees to understand workforce engagement approaches and issues.
 - I have had first-line supervisory responsibility for implementing training and/or workforce policies.
 - I have had training in workforce policies and practices.
 - I have no experience in workforce policies and practices.

4. Which of the following best describes your experience with systematic processes and formal methodologies for determining customer/student/patient satisfaction, customer/student/patient relationships, market knowledge, and customer/student/patient/stakeholder requirements?
 - As an expert in this field, I routinely determine the requirements of key customer processes, design and measure processes that meet these requirements, and improve processes to achieve better performance.
 - I have had significant experience with customer relationship management processes in a variety of settings over a number of years.
 - I have implemented and improved customer relationship and management processes and methodologies.
 - I have had formal education or training in these processes and methodologies.
 - I have no experience in these processes and methodologies.

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EMPLOYMENT HISTORY

Working in reverse chronological order from your most recent or current position, describe your last 15 years of employment—or your last five positions if they cover a longer period.

Employer #1 (Primary Employer)

Company	_____	Number of employees	_____
Primary employer?	<input type="radio"/> Yes <input type="radio"/> No		
Parent company (Enter "None" if no parent company exists.)	_____	Number of employees	_____
Address (Do not use addresses with post office box numbers.)	_____		
City/state/zip	_____		
Dates of service (mm/yyyy)	_____ to _____	<input type="radio"/> Full-time <input type="radio"/> Part-time <input type="radio"/> Retired	
Are you eligible to receive a company-funded pension based on your employment with this company?	<input type="radio"/> Yes <input type="radio"/> No		
Organization type (Please check all that apply.)			
<input type="radio"/> Small business (500 or fewer employees)	<input type="radio"/> Health care	<input type="radio"/> Early childhood/secondary education	
<input type="radio"/> Service	<input type="radio"/> Government	<input type="radio"/> Higher education	
<input type="radio"/> Manufacturing	<input type="radio"/> Independent consultancy	<input type="radio"/> Other education	
<input type="radio"/> Nonprofit	<input type="radio"/> Other type	_____	
Job title	_____	Number of employees supervised	_____
Your supervisor's name and title	_____		

Employer #2

Company	_____	Number of employees	_____
Parent company (Enter "None" if no parent company exists.)	_____	Number of employees	_____
Address (Do not use addresses with post office box numbers.)	_____		
City/state/zip	_____		
Dates of service (mm/yyyy)	_____ to _____	<input type="radio"/> Full-time <input type="radio"/> Part-time <input type="radio"/> Retired	
Are you eligible to receive a company-funded pension based on your employment with this company?	<input type="radio"/> Yes <input type="radio"/> No		
Organization type (Please check all that apply.)			
<input type="radio"/> Small business (500 or fewer employees)	<input type="radio"/> Health care	<input type="radio"/> Early childhood/secondary education	
<input type="radio"/> Service	<input type="radio"/> Government	<input type="radio"/> Higher education	
<input type="radio"/> Manufacturing	<input type="radio"/> Independent consultancy	<input type="radio"/> Other education	
<input type="radio"/> Nonprofit	<input type="radio"/> Other type	_____	
Job title	_____	Number of employees supervised	_____
Your supervisor's name	_____		

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EMPLOYMENT HISTORY (continued)

Employer #3

Company _____	Number of employees _____	
Parent company (<i>Enter "None" if no parent company exists.</i>) _____	Number of employees _____	
Address <i>Do not use addresses with post office box numbers.</i> _____		
City/state/zip _____		
Dates of service (<i>mm/yyyy</i>) _____ to _____	<input type="radio"/> Full-time <input type="radio"/> Part-time <input type="radio"/> Retired	
Are you eligible to receive a company-funded pension based on your employment with this company? <input type="radio"/> Yes <input type="radio"/> No		
Organization type (<i>Please check all that apply.</i>)		
<input type="radio"/> Small business (500 or fewer employees)	<input type="radio"/> Health care	<input type="radio"/> Early childhood/secondary education
<input type="radio"/> Service	<input type="radio"/> Government	<input type="radio"/> Higher education
<input type="radio"/> Manufacturing	<input type="radio"/> Independent consultancy	<input type="radio"/> Other education
<input type="radio"/> Nonprofit	<input type="radio"/> Other type _____	
Job title _____	Number of employees supervised _____	
Your supervisor's name _____		

Employer #4

Company _____	Number of employees _____	
Parent company (<i>Enter "None" if no parent company exists.</i>) _____	Number of employees _____	
Address <i>(Do not use addresses with post office box numbers.)</i> _____		
City/state/zip _____		
Dates of service (<i>mm/yyyy</i>) _____ to _____	<input type="radio"/> Full-time <input type="radio"/> Part-time <input type="radio"/> Retired	
Are you eligible to receive a company-funded pension based on your employment with this company? <input type="radio"/> Yes <input type="radio"/> No <input type="radio"/>		
Organization type (<i>Please check all that apply.</i>)		
<input type="radio"/> Small business (500 or fewer employees)	<input type="radio"/> Health care	<input type="radio"/> Early childhood/secondary education
<input type="radio"/> Service	<input type="radio"/> Government	<input type="radio"/> Higher education
<input type="radio"/> Manufacturing	<input type="radio"/> Independent consultant	<input type="radio"/> Other education
<input type="radio"/> Nonprofit	<input type="radio"/> Other type _____	
Job title _____	Number of employees supervised _____	
Your supervisor's name _____		

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EMPLOYMENT HISTORY (continued)

Employer #5

Company _____	Number of employees _____
Parent company (Enter "None" if no parent company exists.) _____	Number of employees _____
Address (Do not use addresses with post office box numbers.) _____	
City/state/zip _____	
Dates of service (mm/yyyy) _____ to _____	<input type="radio"/> Full-time <input type="radio"/> Part-time <input type="radio"/> Retired
Are you eligible to receive a company-funded pension based on your employment with this company? <input type="radio"/> Yes <input type="radio"/> No	
Organization type (Please check all that apply.)	
<input type="checkbox"/> Small business (500 or fewer employees)	<input type="checkbox"/> Health care <input type="checkbox"/> Early childhood/secondary education
<input type="checkbox"/> Service	<input type="checkbox"/> Government <input type="checkbox"/> Higher education
<input type="checkbox"/> Manufacturing	<input type="checkbox"/> Independent consultancy <input type="checkbox"/> Other education
<input type="checkbox"/> Nonprofit	<input type="checkbox"/> Other type _____
Job title _____	Number of employees supervised _____
Your supervisor's name _____	

EDUCATION AND TRAINING

Institutions attended (starting with the most recent)		
Institution, city, state	Degree/certificate	Dates attended
1. _____	_____	_____
2. _____	_____	_____
3. _____	_____	_____
Other Training		
Course topic	Provider	Dates attended
1. _____	_____	_____
2. _____	_____	_____
3. _____	_____	_____

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HOW DID YOU HEAR ABOUT THE BOARD OF EXAMINERS?

Select all that apply.

<input type="checkbox"/> Association newsletter	Which association?	_____
<input type="checkbox"/> Other Baldrige Program materials	Which materials?	_____
<input type="checkbox"/> Conference/sponsor	Which conference/sponsor?	_____ Specify Conference: _____
<input type="checkbox"/> Publication/e-mail announcement	Which publication?	_____ If you selected "Other," please specify: _____
<input type="checkbox"/> Web site advertisement	Which Web site?	_____ If you selected "Other," please specify: _____
<input type="checkbox"/> Baldrige Examiner brochure mailing		
<input type="checkbox"/> Involvement in a state or local award program		
<input type="checkbox"/> Referral by a current Baldrige Examiner		
<input type="checkbox"/> My professional association's Web site or listserv		
<input type="checkbox"/> Have you ever applied to be a national Baldrige Examiner before?		<input type="checkbox"/> Yes <input type="checkbox"/> No

If so, please list the years. _____, _____, _____, _____.

BALDRIGE OR RELATED ASSESSMENT EXPERIENCE

Although not required, previous Baldrige-like assessment experience is helpful for Examiners. Please describe your experience evaluating or preparing applications for internal, state or local, international, association, or other organizational award programs. Also include experience with internal or supplier assessment processes based on the Baldrige Criteria. Please include the name of the program, your role (**Examiner, feedback writer-editor, application author, program director, consensus or site visit leader**), and the number of years served with each program.

	Program	Role	Number of years of
1.	_____	_____	_____
2.	_____	_____	_____
3.	_____	_____	_____
4.	_____	_____	_____

OUTREACH ACTIVITIES

Please list professional and other organizations with which you are affiliated, and indicate the nature of your affiliation. Also indicate how you have assisted these organizations with outreach activities, including presentations or articles you have completed on behalf of these groups.

Organization and affiliation	Outreach activities
_____	_____
_____	_____
_____	_____
_____	_____

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SELF-RANKINGS

Please rank from 1 (highest) to 7 (lowest) your ability to evaluate applications in the following areas.

(Use each number only once.)

- _____ Leadership
- _____ Strategic Planning
- _____ Customer Focus
- _____ Measurement, Analysis, and Knowledge Management
- _____ Workforce Focus
- _____ Process Management
- _____ Results

Please rank from 1 (highest) to 7 (lowest) your abilities in the following areas.

(Use each number only once.)

- _____ Expertise in the management of business, education, health care, or nonprofit organizations
- _____ Expertise in the analysis of results in business, education, health care, or nonprofit organizations
- _____ Knowledge of practices and improvement strategies leading to performance excellence
- _____ Writing skills
- _____ Leadership skills
- _____ Interpersonal skills
- _____ Education or training skills

Please rank from 1 (highest) to 8 (lowest) your ability to evaluate applications in the following areas.

(Use each number only once.)

- _____ Manufacturing business
- _____ Service business
- _____ Small manufacturing business (500 or fewer employees)
- _____ Small service business (500 or fewer employees)
- _____ Health care organization
- _____ Early childhood through secondary education
- _____ Postsecondary education
- _____ Nonprofit organization

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DISCLOSURE OF CONFLICTS OF INTEREST

Members of the Malcolm Baldrige National Quality Award Board of Examiners shall voluntarily disclose to the administrators of the Award the identity of employers, competitors, key customers, key suppliers, and clients—past, present, or potential—whose interest might be favorably or unfavorably affected by the Examiner’s actions while acting as a member of the board. This includes disclosure of

- companies in which board members have financial holdings
- affiliations that may present or seem to present a conflict of interest for the board member

Members of the Board of Examiners will be asked to provide signed statements before attendance at one of the Examiner Preparation Courses. Any material misstatement of fact in this application or incomplete disclosure of conflicts of interest shall be grounds for disqualification from the review process or dismissal from the Board of Examiners. In addition, Examiners agree to update their employment, financial, and client records periodically throughout their appointment.

I certify that I have read and understand the above statement.

Electronic signature required

Signature of applicant

Date

CODE OF ETHICAL CONDUCT

Members of the Malcolm Baldrige National Quality Award Board of Examiners pledge to uphold their professional principles in the fulfillment of their responsibilities as defined in the administration of Public Law 100-107, the Malcolm Baldrige National Quality Improvement Act of 1987, which establishes the Malcolm Baldrige National Quality Award.

Board members will be guided by four principles: integrity, professional conduct, confidentiality, and respect for intellectual property. In promoting high standards of public service and ethical conduct, they will

- conduct themselves professionally, guided by truth, accuracy, fairness, respect, and responsibility in all their interactions
- avoid representing conflicting or competing interests, or placing themselves in such a position where their interest may be in conflict—or appear to be in conflict—with the purposes and administration of the Award
- safeguard the confidences of all parties involved in the judging or examination of present or former applicants
- protect confidential information and avoid disclosures that may in any way influence the Award integrity or process, currently or in the future
- not serve any private or special interest in their fulfillment of the duties of a Judge or Examiner, therefore excluding by definition the examination of any organization or subunit of an organization that employs them or has a consulting arrangement in effect or anticipated with them
- not serve as Examiners of a primary competitor or customer or supplier of any organization (or subunit of an organization) that employs them, that they have a financial interest in, or with which they anticipate a consulting arrangement, or are otherwise involved
- not intentionally communicate false or misleading information that may compromise the integrity of the Award process or decisions therein
- make it clear, when establishing links from their own Web sites to the NIST or BNQP Web sites, that users will be taken to the official NIST Web sites
- acknowledge the use of trademarks owned by NIST, including those for NIST, The Quest for Excellence, and the Malcolm Baldrige National Quality Award, along with a statement indicating the trademark is registered by the National Institute of Standards and Technology
- never approach an organization they have evaluated for their personal gain, including the establishment of an employment or consulting relationship, and, if approached by an organization they have evaluated, not accept employment from that organization for a period of five years after the evaluation
- maintain and safeguard fairness in the examination process and the confidentiality of all Award application information, including the identity of applicants

For informational purposes only.

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- treat as confidential all information about the applicant and the applicant’s operation gained through the evaluation process, and take the following precautions:
 - Applicant information is not discussed with anyone, including other Examiners, with the exception of designated team members, Judges, the Award Administrator, and NIST representatives. This includes information contained in the written application, as well as any additional information obtained during a site visit.
 - Names of applicants are not disclosed during or after the application review process.
 - No copies of application information are made or retained. (ASQ will notify Examiners when to return materials.)
 - No notes, written or electronic, pertaining to the application are retained. (ASQ will notify Examiners when to destroy all notes.)
 - Applicant-specific information can be discussed via cellular phone, cordless phone, and VoIP if authorized by the applicant. However, applicant names are not used within print or discussions.
 - Electronic exchanges are only through an encrypted, secure Web site designated by NIST.
 - No applicant information is adapted and/or used subsequent to the review process, unless the information is publicly released by the applicant (at the annual Quest for Excellence Conference, for example).
 - Examiners do not reveal or discuss with other Examiners, either during training or during the application review phases, their participation with an organization in the preparation of an Award application.

- during Independent Review, personally and independently evaluate and score all assigned applications
- during Independent and Consensus Reviews, not communicate with applicant organization, or in any manner seek additional documentation, information, or clarification about the applicant’s organization. This restriction includes Internet searches. At Site Visit Review, the site visit Team Leader will communicate with the applicant.
- during the entire evaluation cycle use only applicant-specific information provided by the applicant. Not at anytime use independently gathered information on the applicant, e.g. from the press, web sites, or other social media.
- not at anytime (during or after the evaluation cycle) independently give feedback to applicants regarding scoring or overall performance
- upon completion of the Examiner Preparation Course, be able to use the following designation: Examiner, Malcolm Baldrige National Quality Award (MBNQA), and year(s) served. However, board members may not use the MBNQA logo in advertising or promotion or use business cards including the Examiner designation or the MBNQA logo.
- during the consensus and site visit processes, encourage and maintain a professional working environment that promotes respect for the Award applicants, their employees, and all members of the Examiner team
- when participating in a site visit, respect the climate, culture, and values of the organization being evaluated

Furthermore, board members enhance and advance the Malcolm Baldrige National Quality Award as it serves to stimulate American companies and organizations to improve quality, productivity, and overall performance. **All board members pledge to abide by this Code of Ethical Conduct.**

<i>I agree to abide by the Code of Ethical Conduct.</i>	
<hr/>	
Print your name.	
<hr/>	
<i>Electronic signature required</i>	
Signature	Date
<hr/>	<hr/>

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RECOMMENDATION FORM – MUST BE COMPLETED ONLINE

Applicants who have never served on the board must include the names of recommenders in the forms in the online application. Providers of recommendations will receive an e-mail with instructions for completing the online forms.

_____ has applied to be a member of the 2010 Board of Examiners for the Malcolm Baldrige National Quality Award and has indicated that you will provide a recommendation.

Examiners evaluate applicants for the Malcolm Baldrige National Quality Award based on the Criteria for Performance Excellence. Examiners review, analyze, and score written applications and prepare the final scorebooks that are the basis for feedback reports to applicants. They also participate in team consensus evaluations and visits to the applicant’s site. In doing so, Examiners are required to have expertise in business, education, or health care management processes and results; have knowledge of practices and improvement strategies leading to performance excellence; possess and use good analytical, writing, and oral communication skills; and work as team members. Examiners must meet the highest standards of qualification and peer recognition.

Please provide a recommendation relating to your knowledge of the applicant’s qualifications to be an Examiner. **Complete the online recommendation form no later than 2:00 PM, EST, January 7, 2010.**

Using your peer group (professional colleagues) as a basis for comparison, please rank the applicant’s knowledge in the following categories, which are drawn from the Baldrige Criteria for Performance Excellence.

	<i>Don’t Know</i>	<i>Bottom 50%</i>	<i>Top 50%</i>	<i>Top 25%</i>	<i>Top 10%</i>	<i>Top 1%</i>
1. Leadership	○	○	○	○	○	○
2. Strategic Planning	○	○	○	○	○	○
3. Customer Focus	○	○	○	○	○	○
4. Measurement, Analysis, and Knowledge Management	○	○	○	○	○	○
5. Workforce Focus	○	○	○	○	○	○
6. Process Management	○	○	○	○	○	○
7. Results	○	○	○	○	○	○

Using your peer group (professional colleagues) as a basis for comparison, please rank the applicant’s ability in the following areas.

	<i>Don’t Know</i>	<i>Bottom 50%</i>	<i>Top 50%</i>	<i>Top 25%</i>	<i>Top 10%</i>	<i>Top 1%</i>
1. Expertise in the management of business, education, health care, or nonprofit organizations	○	○	○	○	○	○
2. Expertise in the analysis of results in business, education, health care, or nonprofit organizations	○	○	○	○	○	○
3. Knowledge of practices and improvement strategies leading to performance excellence	○	○	○	○	○	○
4. Writing skills	○	○	○	○	○	○
5. Leadership skills	○	○	○	○	○	○
6. Interpersonal skills	○	○	○	○	○	○
7. Education or training skills	○	○	○	○	○	○

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RECOMMENDATION FORM (continued)

Applicant _____	Applicant's phone no. _____
Recommendation provider _____	
Title _____	Provider's phone no. _____
Employer _____	Years you have known applicant _____

Please evaluate the applicant's qualifications to be an Examiner.

On the applicant's request, the Baldrige National Quality Program will make this recommendation available to the applicant.

Recommendation
provider's signature

Electronic signature required

Date

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North American Industrial Classification System (NAICS) Codes

Include the NAICS codes that are most relevant to your area(s) of expertise in your online application.

To access the NAICS codes online, see www.census.gov/epcd/www/naics.html.

Code Sector	Code Sector	Code Sector
111 Crop Production	444 Building Material and Garden Equipment and Supplies Dealers	6111 Elementary and Secondary Schools
112 Animal Production	445 Food and Beverage Stores	6112 Junior Colleges
113 Forestry and Logging	446 Health and Personal Care Stores	6113 Colleges, Universities, and Professional Schools
115 Support Activities for Agriculture and Forestry	447 Gasoline Stations	6114 Business Schools and Computer and Management Training
211 Oil and Gas Extraction	448 Clothing and Clothing Accessories Stores	6115 Technical and Trade Schools
212 Mining (except Oil and Gas)	451 Sporting Goods, Hobby, Book, and Music Stores	6116 Other Schools and Instruction
213 Support Activities for Mining	452 General Merchandise Stores	6117 Educational Support Services
221 Utilities	453 Miscellaneous Store Retailers	621 Ambulatory Health Care Services
236 Construction of Buildings	454 Nonstore Retailers	6211 Offices of Physicians
237 Heavy and Civil Engineering Construction	481 Air Transportation	6212 Offices of Dentists
238 Speciality Trade Contractors	482 Rail Transportation	6213 Offices of Other Health Care Practitioners
311 Food Manufacturing	483 Water Transportation	6214 Outpatient Care Centers
312 Beverage and Tobacco Product Manufacturing	484 Truck Transportation	6215 Medical and Diagnostic Laboratories
313 Textile Mills	485 Transit and Ground Passenger Transportation	6216 Home Health Care Services
315 Apparel Manufacturing	486 Pipeline Transportation	6219 Other Ambulatory Health Care Services
316 Leather and Allied Product Manufacturing	487 Scenic and Sightseeing Transportation	622 Hospitals
321 Wood Product Manufacturing	488 Support Activities for Transportation	623 Nursing and Residential Care Facilities
322 Paper Manufacturing	491 Postal Service	624 Social Assistance
323 Printing and Related Support Activities	492 Couriers and Messengers	711 Performing Arts, Spectator Sports, and Related Industries
324 Petroleum and Coal Products Manufacturing	493 Warehousing and Storage	712 Museums, Historical Sites, and Similar Institutions
325 Chemical Manufacturing	511 Publishing Industries (except Internet)	713 Amusement, Gambling, and Recreation Industries
326 Plastics and Rubber Products Manufacturing	512 Motion Picture and Sound Recording Industries	721 Accommodation
327 Nonmetallic Mineral Product Manufacturing	515 Broadcasting (except Internet)	722 Food Services and Drinking Places
331 Primary Metal Manufacturing	517 Telecommunications	811 Repair and Maintenance
332 Fabricated Metal Product Manufacturing	519 Other Information Services	812 Personal and Laundry Services
333 Machinery Manufacturing	521 Monetary Authorities—Central Bank	813 Religious, Grantmaking, Civic, Professional, and Similar Organizations
334 Computer and Electronic Product Manufacturing	522 Credit Intermediation and Related Activities	814 Private Households
335 Electrical Equipment, Appliance and Component Manufacturing	523 Securities, Commodity Contracts, and Other Financial Investments and Related Activities	921 Executive, Legislative, and Other General Government Support
336 Transportation Equipment Manufacturing	524 Insurance Carriers and Related Activities	922 Justice, Public Order, and Safety Activities
337 Furniture and Related Product Manufacturing	525 Funds, Trusts, and Other Financial Vehicles	923 Administration of Human Resource Programs
339 Miscellaneous Manufacturing	531 Real Estate	924 Administration of Environmental Quality Programs
423 Merchant Wholesalers, Durable Goods	532 Rental and Leasing Services	925 Administration of Housing Programs, Urban Planning, and Community Development
424 Merchant Wholesalers, Nondurable Goods	533 Lessors of Nonfinancial Intangible Assets (except Copyrighted Works)	926 Administration of Economic Programs
425 Wholesale Electronic Markets and Agents and Brokers	541 Professional, Scientific, and Technical Services	927 Space Research and Technology
441 Motor Vehicle and Parts Dealers	551 Management of Companies and Enterprises	928 National Security and International Affairs
442 Furniture and Home Furnishings Stores	561 Administrative and Support Services	999 Unclassified Establishments
443 Electronics and Appliance Stores	562 Waste Management and Remediation Services	
	611 Educational Services	

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Baldrige National Quality Program

National Institute of Standards and Technology

United States Department of Commerce

Administration Building, Room A600

100 Bureau Drive, Stop 1020

Gaithersburg, MD 20899-1020

Telephone: (301) 975-2036 • Fax: (301) 948-3716

E-mail: baldrige@nist.gov • Web site: www.nist.gov/baldrige

The National Institute of Standards and Technology (NIST), an agency of the U.S. Department of Commerce, manages the Baldrige National Quality Program. For more than a century, NIST has helped to lay the foundation for the innovation, economic growth, and quality of life that Americans have come to expect. NIST promotes U.S. innovation and industrial competitiveness by advancing measurement science, standards, and technology in ways that enhance economic security and improve our quality of life. Through a network of nearly 400 assistance centers that serve all 50 states and Puerto Rico, NIST provides technical and business assistance to help smaller manufacturers overcome barriers to productivity and competitiveness.

Call the Baldrige Program or visit our Web site for

- information on improving the performance of your organization
- information on eligibility requirements for the Baldrige Award
- information on applying for the Baldrige Award
- information on becoming a Baldrige Examiner
- information on the Baldrige Award recipients
- individual copies of the Criteria for Performance Excellence—Business/Nonprofit, Education, and Health Care
- information on BNQP educational materials
- case studies

American Society for Quality (ASQ)

600 North Plankinton Avenue

Milwaukee, WI 53203

Telephone: (800) 248-1946 • Fax: (414) 272-1734

E-mail: asq@asq.org • Web site: www.asq.org

By making quality a global priority, an organizational imperative, and a personal ethic, the American Society for Quality (ASQ) becomes the community for all who seek quality technology, concepts, or tools to improve themselves and their world. ASQ administers the Malcolm Baldrige National Quality Award under contract to NIST.

Call ASQ to order

- bulk copies of the Criteria
- Award recipients DVD

Baldrige National Quality Program

Baldrige National Quality Program
National Institute of Standards and Technology
United States Department of Commerce
Administration Building, Room A600
100 Bureau Drive, Stop 1020
Gaithersburg, MD 20899-1020

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